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# ARMY HOST



*Club Management Directorate, TAGCEN  
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## Domestic cigarette prices to increase

**DALLAS**—Following an increase in the cost price of cigarettes from the major tobacco companies, the Army and Air Force Exchange Service (AAFES) has raised prices by 20 cents per carton and five cents for individual packs.

The new prices will be effective in exchanges in the 50 States on tax-paid cigarettes sold by AAFES. The carton price for king/regular size cigarettes will increase from \$3.75 to \$3.95 and the 100mm carton price will be raised from \$3.85 to \$4.05. Individual packs in all lengths now sell for 50 cents.

These price increases do not apply to tax-free cigarettes sold in overseas exchanges, however, similar increases can be expected in the future as manufacturers are expected to announce their new costs for cigarettes sold in overseas areas.

## CMD September workshop

**WASHINGTON**—The Club Management Directorate, TAGCEN will sponsor a three-day workshop at Fort Myer, Va., beginning on Sept. 24. Over 125 managers are expected to participate in the workshop which will feature interchange of ideas and presentations on food merchandising and marketing, policy, personnel, training programs, meat procurement, accounting, budgeting and management information systems.

## Daniel voices support of MWR programs

**WASHINGTON**—Congressman Dan Daniel, D-VA, told the Congress that he is “firmly convinced” that the Department of Defense Morale, Welfare and Recreation Program “plays a vital role in the defense of our nation” and urged “continued full support of the MWR program.”

Daniel, Chairman of the Nonappropriated Fund Panel of the House Armed Services Committee, is awaiting a report by the General Accounting Office which has been reviewing military clubs and package stores at his request. The GAO review is expected to be completed this September.

In his July 25 remarks to the House, Daniel cited a “growing recognition on the part of industrial leaders for recreational and social programs for employees” and said “the amount of money being spent by the American industry on recreational and social programs is growing rapidly.”

“Understandably, most programs in the civilian sector are not completely free to the employees—but they are supported by dollars consciously spent out of corporate income. I also hasten to add that military personnel, likewise, do not expect these programs provided them free. They do, however, expect the Government to pay its fair share,” he added.

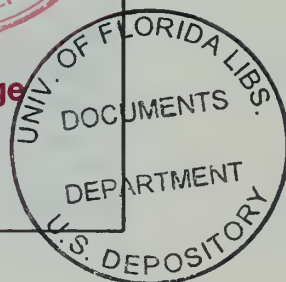
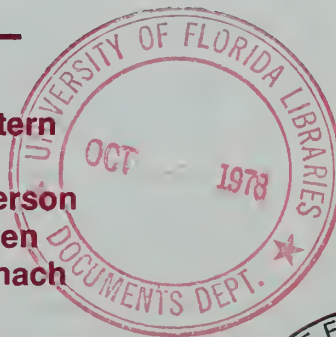
He said about 25 percent of the total support cost for the DOD-wide MWR program is provided by appropriated funds, according to information provided to him by DoD.

Daniel said that he didn’t think (the Congress) should ask the military members to bear the brunt for increased labor and operating costs of MWR ac-

See **DANIEL** (pg. 15)

## Inside—

Fort Lee  
Kaiserslautern  
Hanau  
Fort McPherson  
Bremerhaven  
Bad Kreuznach  
Seoul  
Fort Houston  
White Sands Missile Range  
Fort Lewis  
Camp Zama  
and more. ....



## On the record

*From Major General Stanley Umstead, Deputy Assistant Secretary of Defense for Military Personnel Policy during an interview with Exchange and Commissary News.*

"Consolidated open messes (clubs) have been very successful at many bases. There are economies of scale, particularly in food service operations which permit consolidated open messes to provide a better balanced program to the membership than would be possible with separate facilities for officers and enlisted personnel. At smaller installations and logistics bases with relatively small numbers of personnel, the consolidated open messes is really the only viable alternative in today's high cost environment. I would, therefore, expect some further growth in the numbers of consolidated open messes, but not at major troop installations where the patron base is adequate to support separate officer and enlisted open messes."

## Strength plans increase promos, career mix

**WASHINGTON**—The Army plans to increase E-4 through E-8 strength by 15,000 over the next five years. The increase, plus a shift from grades E-1 through E-3 to grades E-4 and above, will net an additional 25,000 career soldiers, DA personnel officials said.

The plans for enlisted strength increases between 1979 and 1983 are subject to Defense Department approval and congressional funding. Plans call for increasing E-4 strength about 6,500; E-5 increases of about 4,300; E-6 increases of about 3,300 and E-8 increases of about 1,000. E-7 strengths are not affected.

## 41 Attend Korea Workshop

**SEOUL, SOUTH KOREA**—Preparation of the FY 79 budget was the focal point for a club management workshop held by the Club Management Directorate's Korea Regional Office here recently. Presentations were provided by representatives of the Korea Regional Office, the inspector general, commissaries, engineers, Army Audit Agency, and the NAF accounting office. Attendees, who included representatives of club systems from Korea, Japan and Taiwan briefed each other on their club systems' operations, successful programs, and problem areas. Additional topics of discussion included rising costs of food and labor, bingo, property disposition, and management information systems.

## French-fried cauliflower?

## Troops surveyed on favorite foods

**WASHINGTON**—Soldiers say their 15 favorite foods are milk, grilled steak, eggs to order, corn on the cob, orange juice, strawberry shortcake, french fries, fried chicken, ice cream, milk shakes, bacon, spaghetti with meat sauce, spaghetti with meat balls, beer and bacon-lettuce-tomato sandwich.

The list appeared in the July Playboy Magazine and is featured in the book "Chow, A Cook's Tour of Military Food," by Paul Dickson, due for publication this fall by New American Library.

Soldiers least like carrot-raisin-celery salad, followed by canned figs, boiled pigs' feet, baked yellow squash, kidney-bean salad, creamed onions, french-fried cauliflower, stewed prunes, prune juice, french-fried carrots, mashed rutabagas, low calorie soda, fried parsnips, skimmed milk and buttermilk.

The increases will not impact any one military occupational specialty (MOS) or geographic area more than others, according to an official. All (MOS) are expected to benefit from higher promotion quotas, he added.

Strength increases in grades E-4 through E-8 are planned, the official said, because higher skills and more experience are justified by enlisted personnel management system (EPMS) studies.

The increases, coupled with a smaller E-3 and below soldier strength and fewer first term soldiers, will increase the career/first term mix from the current 45/55 percent to 49/51 percent.



**LTC Owen Lawson, 2d Infantry Division Area Club Manager, briefs workshop attendees on the complexities of running a club system comprised of over 50 clubs spread over a wide area.**



## Workshops stress budget

**GARMISCH, WEST GERMANY**—Eight-three club, branch and annex managers along with people from the Club Management Directorate and the Armed Forces Recreation Center at Garmisch attended two workshops covering nonappropriated fund budgeting.

Attendees at the workshop represented 36 of 40 European area club systems. The two four-day workshops, held June 12–16 and 19–23, placed emphasis on the FY 79 budget.

Instruction was provided by Club Management Directorate's European Regional Office and the Seventh Army Combined Arms Training Command Resource Management School.

**COL Albert A. Abraham**, CMD's Training and Assistance Chief, on a technical training and management assistance visit to USAREUR from Washington was a featured speaker. He described to the attendees the purpose of the special Club Management Directorate six-week assistance visit to USAREUR and the status of the Army club system.



12–16 June Workshop (Row 1–L–R): MAJ Norman W. Spaulding, Wuerzburg; Ms Lieselotte Heeter, Schweinfurt; CPT Nancy C. Howell, 7th ATC; 2LT Barbara A. Goff, Ansbach; SFC Barbara A. Laitinen, Aschaffenburg; Mrs. Priscilla Pazzano, CMD, HQDA; Mr. Oscar W. Dreikorn, ERO, CMD; (Row 2) MAJ Alfonse L. Najjar, Stuttgart; MAJ Worth C. Roberts, Vicenza, Italy; Mr. Luca Di Bello, Dharan Saudi Arabia; 1LT Jack E. Delk, Bad Toelz; Mr. Wilhelm Stoeckl, Munich; MAJ David M. Winkler, Nuernberg; Mr. Robert A. Farinella, ERO, CMD; COL Albert A. Abraham, CMD, HQDA; Mr. Michael L. Kinnaman, HQ USAREUR; (Row 3) MAJ Roderick S. Mazzetti, Wiesbaden; CW2 Richard L. Gray, Dharan Saudi Arabia; CPT James E. Montgomery, Vicenza, Italy; CPT Thomas H. Wills, Bamberg; SSG Dany W. Delahunt, Aschaffenburg; CPT Joseph A. Bell, Augsburg; Mr. Russell D. Perry, ERO, CMD; CPT Christopher A. Roan, Bremerhaven; CPT Francis A. Barolet, Schwaebisch Hall; CPT William S. Cockrell, Augsburg; CPT Gary R. Lott, Ansbach; LTC David R. Kinkade, ERO, CMD; Mr. Terrence J. Ekoos, ERO, CMD; MSG Homer W. Mann, ERO, CMD. Not shown are the following workshop attendees: MAJ William A. Bowman, Heilbronn; CW2 Gerhard R. Risse, Munich; MAJ Ronald B. Benton, HQ V Corps; SFC James P. Mullin, Heidelberg; LTC Dean R. Frost, HQ EUCOM; SFC William S. Quigley, III, Munich; CPT Benjamin J. Pierce, Baumholder.



June 19–23 workshop: (Row 1–L–R): Ms Nanette L. Dodman, Mannheim; CPT Susan C. Wilkie, Tehran, Iran; CPT Nancy J. Harris, Worms; Mrs. Marianne Meyer, HQ AFRC. (Row 2) Mr. Oscar W. Dreikorn, ERO, CMD; Mr. Ralph Hill, RM School Munich; Mr. Roger C. Faculak, Nuernberg; 2LT Richard A. Levy, Zweibruecken; CW2 William L. Hicks, Bad Kreuznach; MAJ Douglas J. Holtz, Bad Kreuznach; MAJ Samuel C. McPherson, Fulda; SFC Bryant L. Johnson, Giessen; CPT John R. Hill, Mannheim; CPT Robert Strange, Darmstadt; MAJ Jose Martinez, Hanau. (Row 3) Mr. William S. Wallis, RM School Munich; SFC (P) Anthony J. Balbuze, Berlin; SGM George Spencer, Giessen; Mr. John R. Newkirk, HQ 21st SUPCOM; CPT Robert D. Cole, Karlsruhe; MSG Charles E. Fitzgerald, Hanau, CPT Larry L. Nowotny, Darmstadt; MAJ Charles R. Glick, 7th ATC; MAJ Charles W. Anderson, Karlsruhe; Mr. Russell D. Perry, ERO, CMD; Mr. Weldon E. Kelley, Mainz; 1LT Robert L. Emmons, Aschaffenburg; MAJ Gerald D. Lasater, Pirmasens; SGM Albert F. Turnell, Wiesbaden; CPT William B. Linsey, Mainz; CPT Michael J. MacGeachie, Neu Ulm; CPT Robert D. Cole, Karlsruhe; Mr. Terrence J. Ekoos, ERO CMD. Not shown are the following: MAJ Lee Bays, HQ V Corps; CPT Donald R. Ristow, Kaiserslautern; and Ms Teri Black, Mr. Craig Miller, Mr. George Little, Ms Rose Mulcany, Ms Penny Roethel, Mr. David Burton, Mr. Robert J. Jones, WO1 Kenneth G. Hoffman, SMS Alfonso Sisneros, MSG John A. McWhorter—AFRC.

(Photos by Lyons.)

# Gateway to the east

## East Gate Club renovates, broadens program



**SEOUL, SOUTH KOREA**—"With the major renovation behind us, other innovative ideas will be explored to broaden the club's appeal in order to stay competitive with other clubs in the area." **SFC (P) David Hunter** was referring to completion of an eleven-week renovation project at the East Gate Club here.

"We've recarpeted the entrance hall and the main dining room. Wall fixtures were added and other areas of the club were painted and wallpapered," said Hunter, consolidated club manager. "In the kitchen we installed a new ceiling exhaust system and all new equipment".

The upgrading wasn't limited to the club's physical plant. "We revised our menu to include items which can now be charbroiled on our new grill," Hunter said. "The club also does all its own baking so we have a good selection in that area."

"Employee morale is very high. This is a result of our monthly incentive awards program. The person selected as employee of the month receives a certificate and cash award. We are constantly trying to upgrade our service. We conduct monthly training sessions and recently have had classes from the Club Management Directorate's Korea Regional Office," Hunter said.

Called the East Gate Club because of its close proximity to the remains of the ancient East Gate of Seoul, the club has had several tenants since it



**SFC (P) David Hunter**, consolidated club branch manager, and **Mr. Song**, annex manager, run over last minute details prior to the grand opening of the East Gate Club.

opened as an Air Force club in 1953. The Yongsan Garrison Club System took it over in 1972 and opened it to all grades.



Members and guests enjoy good food in the newly renovated dining room.

## Augsburg mini-concert

**AUGSBURG, WEST GERMANY**—Over 400 people packed the Sheridan Enlisted Club here recently to view the Augsburg Area Club System's Mini-Rock Concert III, a preview of commercial entertainment trying to make the club circuit scene. Entertainment ranged from soul and pop music to swing and jazz.



# GATEWAY TO THE WEST

## "STACK 'EM HIGH"

### Sandwiches

#### "OLD TIME CORNED BEEF"

A mountain of thinly sliced Corned Beef on white, rye, or roll

#### "ROAST BEEF SANDWICH"

Thin, lean, tender beef piled high on your choice of bread

#### "TANTALIZING TURKEY"

Moist, succulent white meat carefully placed on bread of your choice

#### "TUNA ON A"

Chunky meat only, with just the right amount of mayonnaise and celery

#### "DELICIOUS HAM"

Extra lean thinly sliced. Hooped on bread or roll of your choice

#### "BARON OF BEEF (FRENCH DIP)"

Thin slices of lean beef stacked on a roll and served with Au Jus

#### "DAGWOOD HERD"

Crusty roll, layers of slice meats & cheese, crisp lettuce, sliced tomatoes with sprinklings of oil & vinegar

Above Sandwiches Served with Lettuce & Tomato, Pickle

CHEESE — extra

#### "ASK ABOUT THE SPECIAL SANDWICH OF THE DAY"

#### SIDE ORDER

Chili  
Soup of Day  
Cole Slaw  
Potato Salad  
Macaroni Salad

#### BEVERAGES

Coffee—tea  
Milk  
Soda  
Beer  
Wine



ST. LOUIS AREA  
COMMUNITY CLUB  
ST. LOUIS, MISSOURI



**ST. LOUIS**—Lunch-time sales have nearly tripled at the St. Louis Area Support Center Club System as management, assisted by the Club Management Directorate, TAGCEN instituted a "Stack 'Em High" deli sandwich program at the system's new community club.

Lunch-time sales went from \$95 to over \$275 within four days after the start of the program while cost of goods percentage dropped from 55 percent to 43 percent.

## Loneliest guy in town

**WASHINGTON**—You're not doing the membership any favors by keeping club activities open during hours in which little or no sales occur. As a matter of fact, you are generating a disservice to the members by depleting club assets or subsidizing these losing activities with membership dues or package beverage branch income.

Managers can determine if they are operating an activity during unnecessary hours by tallying the sales for each hour and comparing the hourly pro-

## Sandwich program triples lunch sales



St. Louis Area Community Club members line up for "Stack 'em High" sandwiches (above) The St. Louis Gateway Arch, a St. Louis landmark serves as the highlight of a new club sandwich menu (left).

"Wherever this program has begun, sales have skyrocketed," said **Robert Moneta**, a CMD food and beverage specialist who helped implement the program at the St. Louis club. Moneta was referring to other programs implemented by management and CMD at several locations nation-wide and in USAREUR.

This past year, the club system here has changed to a community club concept where officers and enlisted are allowed access to all three clubs within the system. The change was made because of a shifting market, competition, the physical condition of many of the clubs and the unique problems associated with running a club system at an urban headquarters with buildings spread throughout the City of St. Louis. Managing this system are: **1LT L. P. McElveen**, installation club manager; **CW2 L. C. Hughes**, branch manager; and **SFC Alexander Kelly**, **Urban Singleton** and **SSG Gerald Burnett**, annex managers.

rated costs of labor to the hourly sales. If the costs are greater than the sales, your activity may be operating more hours than necessary to adequately service the majority of your members.

## It's enlisted club not enlisted mens' club

**WASHINGTON**—With women assuming a larger role in the Army, it becomes more important for managers to avoid naming enlisted (ENL) clubs enlisted mens' (EM) clubs

## Clubs built as business builds

*Management undertakes major facility improvement program on heels of financial success.*

**FT LEE, VA**—A club manager at Fort Lee, Virginia needs to be as familiar with deciphering a blueprint as he is at analyzing a financial statement. The Fort Lee club system is currently undergoing the biggest coordinated renovation program in its history. Installation club manager, **James Blythe**, has been one of the prime movers behind the projects. Blythe has been on the scene at Fort Lee on and off for 20 years, both in military and civilian capacities and he feels that upon completion of the scheduled improvements, the soliders will have the first class club facilities that they deserve.

As the former home of the Club Management Course, the Fort Lee clubs are well known to many Army club managers. Handicapped by outmoded facilities and often working under authorized strength levels, the Fort Lee club management team has faced a long, uphill struggle, but they have now turned the corner. Steady, consistent net income has enabled the



**Officers' club members at the popular shrimp-peel.**

system to embark on an aggressive renovation program. Blythe credits the improved financial performance to the careful, efficient budgeting on the part of the branch managers and their ability to adhere to budgeted parameters. Coupled with innovative marketing techniques and efficient cost controls, these improvements have enabled the Fort Lee system to become one of the most profitable in TRADOC and have made renovation a reality.

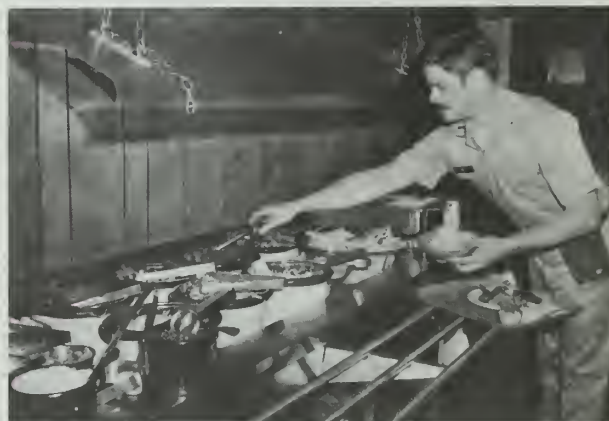
The renovations at Fort Lee will affect all ranks from privates through generals. The three-part program includes construction of a new ballroom at the NCO club, renovation of the officers' club



**MSG Pershing and SFC Jonathan Barfield, enlisted annex manager, review plans for the new enlisted club scheduled for completion in 1979.**

mechanical systems and interior layout, and construction of a new enlisted club to replace the existing decrepit facility.

The first phase of the renovation program was recently completed with the grand opening of the new NCO club ballroom on March 16, 1978. MG Fred Sheffey and CSM Lawrence Tucker presided at the ribbon cutting ceremony held before a capacity crowd. NCO club branch manager, **Lou Pershing**, credits the "turnkey" concept with facilitating the improvements at the NCO Club. "The assistance rendered by the Club Management Directorate, the NAF procurement staff, and the strong support of our local command were the keys in getting this project off the ground," says Pershing. The improved facility includes a new ballroom with seating capacity of 600 for dinners and shows, two new service bars,



**Lee officers' club members like the daily luncheons which feature an "All U Can Eat" soup and salad bar.**





The Fort Lee Officers' Club is currently undergoing a \$1.4 million renovation.

new restrooms, and air conditioning throughout. Club manager **SFC Ron Sims** feels that the new ballroom will give the club an added dimension. "Previously the club had a small, dingy ballroom which severely restricted our flexibility. The new ballroom gives us the ability to book name acts on a regular basis and it serves as a first class facility for all large functions.", says Sims.

**CW2 Dan Howard**, Fort Lee Officers' Club manager, eagerly awaits the day when the renovation of the FLOC is completed. Work on the 1.4 million dollar project began in February 1978 and will be ongoing for 12 months. The club will remain open during the entire period. Plans call for installation of new heating and air conditioning system, renovation of kitchen, main dining room, and formal lounge, and construction of new stag bar with game room. According to Howard, the most difficult problem he faces now is to keep all activities fully operational despite the dozens of workmen scattered throughout the club. "Our membership has been very cooperative and understanding," says Howard, "and we're sure their patience will be rewarded with greatly improved facilities." The work is scheduled to be completed in early 1979.

Plans have been prepared for a new enlisted club which is scheduled to be completed in 1979. The Quartermaster School serves as an AIT training center and the post has a large junior enlisted population. As Blythe explains it, the present enlisted club, built in the WWII era, does not provide an adequate facility for the junior enlisted to dine and socialize. The new facility will include a dining room, bar, ballroom and game room. The new club's central location should be convenient to the troops and result in increased patronage. The "turnkey" concept will be used in the construction of this project.

Improvements in the Fort Lee Club System have



The recently built NCO club ballroom seats 600.



Fort Lee Commanding General MG Fred C. Sheffy is served by MSG Harrison Anderson at the NCO club's grand opening last Spring.

not been limited to facilities renovation. Creative management and innovative programs have led to increased membership satisfaction. The evening meal service at the officers' club has been restructured to feature a different special each evening which enables the club to reduce labor cost while increasing volume. "We have to cater to our market.", says manager Howard. He went on to explain that during the week, most of the clientele was composed of transient personnel attending schools at Fort Lee. "They want ample portions served quickly and reasonably priced. Our various specials such as 'Shrimp-A-Peel', Italian buffet, and Beef and Burgundy enables us to do so," says Howard. On weekends, however, the FLOC changes its style, specializing in first-class a la carte dining featuring a very popular clam and oyster bar which is included with every entree. Assistant manager, **SFC Leonard Perry**, feels that a club has to be versatile to make it at Fort Lee. He says that much of the credit for the improved food

service goes to Chef **James Davis**. Davis, who attended both the Club Management Directorate sponsored Chef's Refresher Course at Purdue University and the Armed Forces Culinary Course at Patuxent Naval Air Station has not only improved the quality of the food served, but has assisted greatly in reducing labor costs.

The food service program has also improved dramatically at the NCO club. SFC Sims has restructured the luncheon service to feature a variety of 'stack-em-high' deli-sandwiches, cold salad displays, and a soup and chili bar. "Traditionally," says Sims, "this club has been orientated toward beverage service and evening entertainment. I feel that with the proper promotion and management, we can augment our existing services with a first class dining operation."

Blythe also had high words of praise for managers, **SFC Jonathan Barfield**, **SFC Morris Hester**, and **SSG Troy Caraway**. They direct operations at the Enlisted Annex, the Fort Pickett Annex, and the Fort AP Hill Annex, respectively. All have made proven financial winners of what had been marginal clubs. Aiding Blythe in the ICM office is **MSG Alvenzie**



Plans are to replace this enlisted club in 1979.

**Candies**, a veteran of eight years in the club field. Adding to the clubs' profits are the contributions of the package beverage store, which is managed by Mr. Robert Jones now in his 27th year in the club system.

"We've still got a ways to go yet," says Blythe, "but we're definitely on the move. We've got talented management, strong command support, and an enthusiastic membership. With a combination like that we feel that we're on the road to success."

## 36 graduate from third 1978 club course



(L to R) Row 1: SSG (P) Herrod M. Campbell to Europe, SSG Joe H. Brown rtn to Fort Hood, SSG Robert W. Perry to Europe, MAJ Nicholas J. Burke to CGSC, Ronald L. Schule rtn to Fort Riley, SSG Jarley J. Gilbert, Jr. to Fort Monroe, SFC John P. Faass, Sr. to Fort Hood, CW3 Richard J. Matjazic to Redstone Arsenal. Row 2: SFC Francisco P. Flattes to Hawaii, SSG Albert J. Ebbing to Europe, SFC Norton A. Newcomb to Europe, MSG Samuel McKoy, instructor; CW2 Millard Blunt, instructor; LTC Frank Parker (class leader) to Hawaii; CPT Robert Shooner, course director; SSG John A. Kerr to Europe, SSG Fletcher H. Bass to Europe, Mr. Donald R. Adams rtn to Presidio of San Francisco. Row 3: MSG Jesse W. Price to Korea, 2LT Troy E. Gilleland, Mr. Carl H. Washington rtn to Carlisle Barracks, Mr. James E. Freeman rtn to Walter Reed Army Medical Center, SFC Gerald R. Cuff to Europe, 2LT Donald Hendrix, CW2 Montie L. Welch to CID, SFC Leonard R. Morris to Fort Bliss, 2LT David W. Chapman to Europe, CPT David T. Jackson to Fort Ord, SFC John W. Smulka to Fort Riley. Row 4: CPT Willie C. Lott to Fort Buchanan, MSG James O. Falcon to Europe, SSG John B. Lovett to Fort Leonard Wood, MSG George S. Williams to Europe, SSG Pervis A. Culbreth TDY to Panama, 2LT Roy A. Hightower, MAJ Jerry D. Jackson to Europe, SFC Norman L. Worley to Hawaii, SFC Max D. Fox to Europe, SSG Daniel R. Melton to Vint Hill Farms, SFC Ronald E. Thompson to Europe, SFC William M. Haynes, rtn to Ft. Hood.



## CMD personnel changes

**WASHINGTON**—Several personnel changes have occurred in the Club Management Directorate, The Adjutant General Center.

**COL Albert Abraham, III** is Chief, Training and Assistance Division. Abraham came to the Directorate from the Army War College in October 1977. He is a graduate of the Club Management Course and the Executive Club Management Course.

**COL John H. Batts** continues as Chief, Policy and Financial Management Division. Batts is a graduate of the Army War College and came to the Directorate from MILPERCEN in July 1976. He has held successive CMD positions as Program Coordinator and Army Club Management Study Project Director prior to assuming his current position.

**LTC Paul E. Wise** is now Chief, US Regional Office. Prior to July 1977, Wise was Chief of the Training and Assistance Division, but during the past year has been attending the Industrial College of the

Armed Forces. In his new position, Wise will be responsible for technical training and management assistance for Army clubs located in the 50 States, Canal Zone and Puerto Rico.

**LTC Richard H. Ross** is the new Chief of the European Regional Office. Since his arrival with the Club Management Directorate in February of 1975, Ross has been Chief of the Directorate's US Army Development and Readiness Command (DARCOM) Assistance Desk. LTC Ross replaces **LTC William S. Coblenz** who recently departed Germany to assume the position of installation club manager at Fort Bliss, TX, via the Executive Club Management Course. **LTC Erin S. O'Brien** remains as the Chief of the Korea Regional Office.

The Directorate's Western Regional Office closed on July 1, 1978.

The U.S. Regional Office will absorb the functions of the Western and Eastern Regional Offices and will be collocated with the Club Management Directorate in Washington, D.C.

## IMCEA slates East/West Coast workshops

**MCLEAN, VA**—The International Military Club Executives Association will hold workshops this fall on the East and West Coasts.

A three-day West Coast workshop, beginning on Sept. 10, will be held at the Golden Gateway Holiday Inn in San Francisco with the theme of "Food for Membership Satisfaction and Profit". The San Francisco workshop coincides with the Western National Restaurant Convention and Educational Exposition which runs from Sept. 9 through 12. Presentations by chefs and other food experts will highlight this workshop and managers will have the opportunity to take the IMCEA's club manager certification exam on Sept. 10. An important topic of this workshop will be the effects of a recent California State Supreme Court

decision on fair trade liquor laws. This decision eliminated minimum prices for alcoholic beverages in California and has resulted in cut-rate price competition among some private sector liquor stores.

The East Coast workshop will be held Oct. 22-24 at the Ramada Inn, Falls Church, Va. The theme of this workshop is also food and the IMCEA is currently formulating the agenda. Plans are for club chiefs from all Services to be present at this workshop for a round table discussion of club issues. Managers will also have the opportunity to take the certification exam at this workshop on Oct. 22. The IMCEA also plans to have educational exhibits covering various aspects of club food operations at the East Coast Workshop.

More information may be obtained from the IMCEA, 1750 Old Meadows Road, McLean, Va. 22101, or call (703) 821-3330.

## 25 "introduced" to club management

**WIESBADEN, WEST GERMANY**—The European Regional Office, Club Management Directorate sponsored a workshop to train 25 managers assigned to clubs without formal club management training. Training focused on the operational aspects of annex-level club management. Students were trained in various subjects including financial management, personnel management and food and beverage operations. Directorate personnel along with speakers from USAREUR staff agencies conducted the training at the American Arms Officers' Billeting Hotel here.

## Financial statement errors

**WASHINGTON**—Reviews of club financial statements show that some adjustments made to accounts in the year-to-date column did not appear in the month to which they pertain. There were other instances where year-to-date totals did not agree with total of the months included. Also, beginning inventory did not always equal the prior period's ending inventory.

# NCO/ENL Clubs seek improvement

by Roger Teel

**KAISERSLAUTERN, WEST GERMANY—**“Seeking ways to improve,” could well be the model of the NCO/ENL clubs here. They are improving, not by giant strides, but by small calculated steps which are within the ever constraining limits of finances.

If a community were to have an enlisted club which catered to every audience and every musical taste it would need five separate clubs—one for country and western yearners, one for soul, one for rock and rollers, one for jam loving jazzers, and one for the disco craze dancers.

This isn't possible, but the Kaiserslautern clubs are improving their formats and providing club goers a more balanced musical diet. Managers are also updating their service and food menus to fit the club members' demands.

Kaiserslautern area club manager, **MAJ Clyde Riggs, Jr.**, (former Director of the Army's Club Management Course) is in charge of two officer and four enlisted clubs in K-TOWN. He has held his position since July 1977.

Upon taking over the club management helm, Riggs felt the first thing he should try to do was to increase the profitability of the clubs while simultaneously improving service.

## Entertainment

What better way to improve profitability than to have entertainment draw people to the clubs?

“The entertainment in our clubs is based on what is available and the club managers selection,” explained Riggs. “It is evident that our audience doesn't want rock and roll . . . they prefer country and western or soul . . . the trend seems to be away from rock.”

Major Riggs' theory about the acceptance of rock is open for discussion. **SFC Joe Cannon**, manager of the club KA-ZABRA in Yögelweh, offers another point of view.

“In the past, our audiences haven't had exposure to rock and roll,” implies Cannon. “Good rock bands are hard to get on our budget. The groups with any amount of national fame usually play the larger concert halls instead of the club circuit because they can draw a much bigger gate.”

“We're working hard to get a balanced entertainment format,” stated Cannon. “We usually have a disco or live band (either soul or variety rock) on Fridays and a country and western band on Saturdays or vice versa.”

Cannon knows what it is to work hard in the club system. Having been in NCO/ENL clubs since 1968, he has an extensive background. As a child he was

associated with the club environment while his parents managed a night club. Prior to his assignment at the KA-ZABRA, he attended the Executive Club Management Course.

Looking at price first, the clubs are limited to approximately \$300 for any one group. They can spend more if they are able to budget for it. “The only time I feel I can book a group for \$1000 or more is for a name group who will play a 4-hour show,” says Cannon. “For example, we have booked soul groups such as the Undisputed Truth, the Supremes, the Chi-Lites and the Impressions. Country and western groups appearing at the KA-ZABRA have included Freddie Hart, Tommy Overstreet, Jerry Naylor and, most recently, the Little David Wilkins Troupe. These bookings are made on availability of the group, and again, cost.

## Booking Bands

Bands are booked by the club manager who indicates his selection to a booking agent who sends a band request to the Commercial Entertainment Branch (the USAREUR agency through which the area club must book their bands). Clubs cannot contract independently. All groups that perform in the club system must be insured, have all necessary permits, and be cleared by the Commercial Entertainment Office. The bands are picked by CEB after receiving an evaluation of the bands' performance by club managers.

In evaluating a group, SFC Cannon looks for a number of things. He verifies that the band playing is the one he requested and that it has the correct number of members. (If a member is absent there is an adjustment in the cost of the band.) He rates the quality of the music, the stage appearance of the group (whether they smoke or drink on stage, etc.) and interprets how the audience responds to the group. The noise level at which the bands play is also a consideration. The club manager's evaluation is important to the group as a poor evaluation leads to inability to get further bookings through CEB.

What type of music is most in demand? Statistics kept by Major Riggs, indicate that country and western bands provide 41 percent of the music at the Kaiserslautern clubs. Sharing the lead at the same 41 percent are disco sound systems. Soul music is played 16 percent of the time followed by variety rock which contributed two percent to the club entertainment schedules.

Discos, a la Saturday Night Fever, are on the upswing in community clubs. The Landstuhl Officers' Club, according to Riggs, doesn't want to book bands





**Disco action at Kaiserslautern. It's estimated that 41 percent of Kaiserslautern club members prefer discotheques and another 41 percent prefer country and western music. Above, D.J. plays while members dance. (photos by Winch)**

at all. . . only disco. "We're trying to come up with more and better variety-type discos," claims Riggs, "but we're having trouble finding good ones."

With better food and better places come bigger crowds. **SSG Robert H. Thompson**, manager of the Club Caduceus at Landstuhl, indicated a shift in eater interest. "We have more families eating here, especially husbands and wives getting together for lunch, than ever before. And we're going to do even better once we open our patio and roll out our schnitzel wagon!"

This is exactly what the clubs want. . . to be more "family oriented," claims Riggs. "Providing any sort of recreational facilities with a social environment is not always an easy thing to do. Neither is creating a family environment, but this is where we want to go."

In this regard, Riggs suggested that the KA-ZABRA presents the biggest stumbling block for the Kaiserslautern Club System. Renovations are underway to make the KA-ZABRA totally family oriented, that's why there is a general house-cleaning going on."

Reasoning behind the move to make the KA-ZABRA family oriented is simple enough. Explains Cannon, "we've got a captive audience right here (the Vogelweh housing area) and all we have to do is give them what they want."

## Service

Personnel are the most important commodity when it comes to the type of service the club provides.

"There is a continuous turnover of personnel," says Riggs. "The food service business has the highest turnover rate, job wise, in the United States. The same is true in the Army club system. When everyone else in the community is having a good time on Friday and Saturday nights, our people are working. Not only is their time consumed on weekends, but every time there is a bazaar or other scheduled event in the club it's on their shoulders. It requires a lot of dedication on their part."

Private parties are picking up in many of the clubs. Promotion parties, hail and farewells, and just plain parties can be booked at clubs which have facilities. Says Thompson of the Caduceus Club, "we have a party room that seats approximately 125 and is open to anyone who wants to book it."

Personnel working at the KA-ZABRA, for example, include nine local nationals working full time, three local nationals as casual labor, 15 military on part time, a civilian dependent secretary, a civilian driver and manager Cannon. The number of personnel working at the clubs and their salaries leads to a discussion of money.

## Money

"Each facility must make a net income of five percent of total sales (over operating expenses) in order to operate in the black," states Mrs. Margo E. Breneman of the Nonappropriated Funds Branch Morale Support Division of the 21st Support Command, which supports the Kaiserslautern Area Club System.

Says Major Riggs, "A profit must be made as

equipment expenses are high. As an example, kitchen equipment that must be repaired or replaced can really set the club back."

How much do Kaiserslautern clubs make? Year-to-date FY 78 dollar figures (October-July 78) show the officers' branch making \$54,147 net income on total revenues of \$589,216. The NCO branch realized a \$13,805 net income on total revenue of \$887,573. This is an improvement over FY 77 operating results which show the NCO branch realizing a \$4,453 on total revenue of \$1,028,827.

Officers' club dues range from \$7 to \$15. Dues at the NCO/ENL clubs are \$2 per month. SFC Cannon says he "would like to do away with the dues system at enlisted clubs altogether and charge only when we have top-notch entertainment. I think this would open us up to more people."

Many enlisted personnel have complained about paying dues and also being charged \$1 to attend all night discos.

"We charge \$1 for all night because of the high cost of labor," explains Riggs. Employees receive both night differential and overtime pay for the all-night affairs, which run into quite a little money."

Were money not such a restraining factor, the club managers and their boss, Riggs, have plenty of ideas of how to enhance their functions.

"We have projected, tentatively", says Riggs, "plans to build a new ENL club on the east side of Kaiserslautern, replacing the Forty-Niner. We haven't determined a site yet but we hope to bring this about in the next five years. It won't be anything fancy, but should have a party room and offer the enlisted men and women a dining and dancing atmosphere to suit their needs."

"We do have our problems," stated Cannon speaking of the limitations of facilities at the KAZABRA. "Parking here is a problem. We have to share the parking lot across the street with the bowling alley. Actually, our facilities aren't too bad. Of course, we just remodeled the large dining room and put up new curtains . . . all of which were quite expensive. I'd really like to restore this place to the condition it was in 20 years ago. . . open the patio and garden the grounds."

## Polarized

A discussion about the enlisted club system wouldn't be complete without discussing the perception of "polarization" that has evolved from some clubs.

Speaking on this topic, Riggs said that he didn't think the club catered to a particular audience; he left the topic open by saying that if you ask about a specific club there might be undertones that their enter-



Entrance to the Capri Club in Kaiserslautern.

tainment scheduling is directed to a particular audience.

SFC Cannon feels, "the conotation that clubs direct their entertainment to a selected audience definitely drives away a family audience. Right now we're working very hard to regain the type of audience the club once had."

Clearing the conotation of catering to only one audience is an urgent need of the NCO/ENL clubs if they are to move towards their goal of being family oriented. Says Riggs, "we try to keep the entertainment diverse enough that if a service member doesn't like the entertainment at one club on a given night, he can go to another that has his type of show." Though this statement may only apply to the Kaiserslautern system that he manages, it reaffirms Rigg's statement that the variety of entertainment is essential to the profitability of the clubs.

Concludes Riggs, "we have no discrimination in our clubs that we know of. . . there are only people who think there might be."

Enlisted clubs in Kaiserslautern may be likened to the service station attendant who wears a big, bright star. . . they're working to keep (or regain) your trust. As Riggs pointed out, "we don't get a second chance."

*Teel is a staff writer for the 21st Support Command Public Affairs Office.*

Other managers in the Kaiserslautern Area Club System not mentioned in this article are: **MSG Merlyn Rimple**, NCO branch manager and manager of the 49er Club; **Hugo Boettcher**, Capri Club manager; **CPT Donald Ristow**, officers' branch manager; **SFC Edwin Ramseyer**, Vogelweh Officers' Club manager; **SSG Samuel Spriggs**, assistant manager, Volgewh Officers' Club; **SFC Stanley Lewis**, Landstuhl Officers' Club; and **1LT Holly Fallquist**, assistant area club manager.



# Rodeo—

*Event's success represents club system's teamwork.*

**HANAU, WEST GERMANY**—The managers at the Hanau Area Club System work together as a team. It was this teamwork that produced a successful club-sponsored German-American friendship rodeo and carnival here.

The rodeo, which drew an estimated 8,000 spectators "began with four members of the American Rodeo Show riding on horseback through the streets of downtown Hanau, carrying the American, Federal Republic of Germany and European Rodeo Association flags," according to **CW2 Thomas F. Kiefer**, project officer for the event.

"Club managers manned the concession stands at the rodeo—including a 600-man beer tent—serving thousands of spectators such western delicacies as barbecued spare ribs, chicken, tacos and burritos, along with hamburgers, hot dogs, wursts, ice cream, soft drinks and beer," Kiefer added.

"Cowboys were treated to a home-on-the-range style breakfast and at night country and western billing entertained them in the 600-man beer tent," he added.

The event's success is typical of the Hanau Area Club System, one of Army's largest club systems in Germany. It's four officers' clubs and twelve NCO/enlisted clubs generated total revenue in excess of \$3,800,000, sales of \$3,300,000 and net income exceeding \$350,000 year-to-date (June) FY 78. "Fifteen of the 16 Hanau clubs achieved a five percent net income for FY 78 year-to-date (June)," Kiefer said.

Kiefer cited teamwork as critical to the success of this club system in an era of currency fluctuations and rising prices in USAREUR. Hanau managers can often be found working in each other's annex in an effort to improve services and financial posture. "The teamwork was demonstrated at a recent Monte Carlo night where the area club manager, his assistant branch manager and all of the annex managers assisted one annex manager who was holding the event," Kiefer said. "That annex manager will reciprocate by helping other managers with their special events."

"Monthly training sessions are held where the managers of the system get together to discuss new concepts in management and merchandising," Kiefer added.

"Also contributing to our favorable financial posture is a well-balanced entertainment program, good command support and support from CMD's European Regional Office," he said.



**Rodeo action at the Hanau Military Community. The club system sponsored a rodeo that attracted over 8,000 spectators.**

Managing this club system are: **LTC John F. Asiello, Jr.**, Area Club Manager; **MAJ Jose Martinez, Jr.**, Officers' Branch Manager; **2LT Margaret Newlands**, Assistant Officers' Branch Manager; **CWO Thomas F. Kiefer**, Admin Services Manager; and **MSG Charles E. Fitzgerald**, NCO/ENL Branch Manager.

Annex managers are: **SFC Junior Crutcher**, **SSG Dale Leatherwood**, **SFC Leonard Gulbranson**, **SSG Fran Messier**, **SFC Melvin Mitchell**, **SFC William Allen**, **SFC Paul Adams**, **SFC Ruperto Solivio**, **SSG Lynn Green**, **SSG Robert Kestner**, **SFC Bobby Sharbino**, **SSG Roy Austin**, **SFC James Tillman**, **Wade Noble**, and **Vernon Stanley**.



**Hanau managers pose outside of the Gelnhausen NCO Club following one of the monthly Hanau Area Club System training sessions.**

## Riley manager cites femininity/assertion conflict

**FT RILEY, KS**—"It's an exciting job, but I have mixed emotions about it sometimes. I think that the hardest part of my duties is being a female, yet not reacting like a female. I have to know just how feminine to be. Yet, I have to be business-minded and remain somewhat detached from the activities going on."

**2LT Laverne Smith** was speaking of a dilemma not unique to many females who enter management positions within the Army Club System. As the assistant manager of the Fort Riley Officers' Club, Smith is in charge of the food operation, entertainment, advertising, as well as catering. This includes responsibility for the dining rooms and the kitchen, including the cooks and waitresses at the club which grosses over \$600,000 annually. As catering manager, she books events for the club, assists in the planning and attends them to make sure everything is running smoothly. It's a lot of responsibility and Smith described the type of special problems with which she must cope.

She's a single woman at an Army FORSCOM installation—and—she manages a club. Her solution—"I don't date the customers, I feel that some of the women who frequent the club might frown on that. It's reality and I'm willing to admit that dating customers could cause problems. . . so I don't," she says.

"The women are always taken a little bit back at first, but once they see what I can do, there usually isn't any problem. But being a female manager does have its advantages. For example, if a member has a little too much to drink, they really are embarrassed to be told by a little 110 lb. woman that they should quiet down and stop drinking. That can be very effective in controlling that type of problem."

Smith talked about her accomplishments and plans for the club. "We've received good comments on the club's catering department. . . many groups who haven't held a party here in years are now coming back to the club. I think it's important to pay attention to detail and spend a lot of time actually observing the functions", said Smith. "We're trying to establish an informal bar where officers and their guests can socialize in a relaxed atmosphere without having to dress up."

"I want the club to be a special place where people will want to relax and spend some time," she said. "I'm trying to get some special things going in the club like flaming desserts and crepes and special cocktails like large frothy drinks and ice cream drinks. I've reworked the menu and we're going to



**2 LT Laverne Smith, Fort Riley Officers' Club Assistant Manager, checks out the food being prepared in the kitchen by Stanley Jelen, club cook.**

institute it in the new club which is scheduled for construction soon."

Smith has recently assumed the responsibility for entertainment at the club. A former professional commercial artist, she has vastly improved the club's promotion of entertainment as well as performing other advertising chores.

Smith, who has served as a civilian club manager in the St. Petersburg area of central Florida, says she is often frustrated by her ability (or inability) to manage things like the accounting, personnel and procurement. "I don't like having to fill out ten forms to hire someone. I recall that when I was a private club manager, if the person wasn't performing well, I could warn them and, if I had to, fire them. It's restrictive—very restrictive. I really get frustrated when it takes two or three weeks to hire someone," she added.

"I really like the benefits and the opportunities which the Army offers and I've received a lot of good training" (she attended the Officers' Basic Course at Fort Harrison as well as the Club Management Course in 1976).

"One thing that separates me from other female officers is the fact that I must wear civilian clothing on my job," commented Smith. "I never know how many days a week I will be working or how many hours a day. It is a very hectic job and definitely (because of the hours) not comfortable for a married person. However, I like it and am finding it very interesting."



## Misplaced luau by 2 LT Bernie Mooney.

**WHITE SANDS MISSILE RANGE, NM**—All of the ingredients seemed present. Palm trees swayed gently in the breeze; bronze-skinned people slithered about in their lei's, and Mu-Mu's and flowered shirts. There were even a few grass skirts occasionally swooshing. We marveled at impressive mountain peaks in the background and noted sand underfoot.

Hold it! there is plenty of sand around but where's the azure hue of the Pacific? It's nowhere to be found.

No wonder—we're not on a balmy tropic isle, instead we are at the land-locked White Sands Missile Range Officers' Club. We're a thousand miles from that romantic ocean that enthralled Magellan and all who came after him. We are several thousand miles from the mighty empire of King Kamehameha.

The luau is sponsored annually by the Army Material Test and Evaluation Directorate (that's ARMTE to the locals). Each year it brightens what might otherwise have been a dull summer for the "desert rats" who are the inhabitants of the Missile Range.

The impetus for the vastly popular event comes from Colonel William R. Madden, Director of ARMTE. The technical expertise (as it were) is willingly provided by Major Hardy Freitas and his enthusiastic family, all of whom are native Hawaiians.

Thanks to the hard work of the Freitas' and the indispensable officers' club personnel, it only takes a smidgen of imagination to overlook the trivial detail of the location of things and get back into the spirit of



*White Sands Missile Range club members observe as experts put the finishing touches on the main course—roast pig. (Degen)*

this extension course in Luau-ing.

Major Freitas roasted a pig just as it has been done for centuries by the mystical Polynesians, and the mai tais flowed freely. The post troop commander provided ukulele accompaniment for Mrs. Freitas as she Hula danced an entrancing story.

Could that have been the surf lazily pounding the beach I just heard. Alas, it was the constant hum of many swamp coolers in the distance—another blasted reminder of reality.

Aloha!!!

*Mooney is the White Sands Missile Range assistant installation club manager.*

## Club specialty stature seen improving

**FT HARRISON, IN**—"The club management career field is overcoming the traditional stigmas: they have reached new levels of expertise, training and professionalism. It's gaining credibility with commanders promotion and selection boards and most importantly with fellow officers in the military community," according to **CPT Robert Shooner**, Club Management Course director here.

Shooner, assigned as course director here after managing the Fort Knox Officers' Club, expressed his views in the March/April issue of Army Administrator magazine. In the article, Shooner elaborates on how club management can be a rewarding

and successful experience.

Shooner, who has nine years in the Army, has been a troop commander twice, including a field artillery battery commander in Viet Nam, said that the fulfillment which can be achieved in club management doesn't compare with that of a commander.

Club managers can "develop their own TDA for manpower" and "have the luxury of interviewing candidates to fill certain positions," Shooner said. Also managers can purchase their own equipment and "plan, train, and execute their efforts towards management accomplishments," he added.

**DANIEL** (from pg. 1)

tivities, over which they have no control. He referred specifically to minimum wage increases, annual NAF employee white collar pay raises, the Randolph-Sheppard Act Amendment of 1974 and increased prices.

He said that the Congress "arbitrarily placed a ceiling on the number of military personnel that could be used in (the MWR) program in the fiscal year 1978 Appropriations Act" and this action "did not permit adequate lead time for orderly adjustments and resulted in personnel turbulence and significant increases in NAF cost."

## Club chef is Texas' best

**FT HOUSTON, TX**—He's been here for 17 years, serving princes, presidents and privates and loves every minute of it. And, by all indications, so do the patrons of the Fort Sam Houston club system.

**Ernest Jimenez, Jr.**, administrative executive chef at the club system here was selected "Chef of the Year" by the Texas Chef Association and has been named one of the ten best chefs in the nation by the American Culinary Association.

"I love the challenge," he said. I find that Army people have traveled around the world. They are gourmets. Every member has their special wish and it's interesting to try and meet their demands," he said.

Jimenez says that an Army club chef "has to be flexible." "I've worked under seven installation club managers and 20 club officers and found that a chef can't be locked up in an ivory tower. Chefs are temperamental but they have to learn to be patient with club managers. I've yet to face someone in the Army that hasn't been willing to listen."

With food costs rising, Jimenez is finding it increasingly difficult to maintain the club system's 38 to 40 percent cost of goods and put out a top-notch product. "We concentrate on sensitive items and have a numbered inventory. Also, I spot check the cold food inventory," he said.

Jimenez cited the assistance of a talented chef staff and low turn over among these chefs: **Samuel Flores** is the sous chef and has been with the club system for 18 years; **William Martin**, another pastry chef has been with the system for 12 years; night chef **Jack Foster** (an Armed Forces Culinary Course graduate) has been with the Houston clubs for nine years; **John Paplansky**, officers annex chef (eight years); **Calvin Nathaniel**, NCO club day chef (nine years); **Johnny Craig** (an AFCC graduate), NCO club night chef (nine years); **Thelma Anderson** (another AFCC graduate) has worked as assistant chef for nine years and **Hector Lopez**, officers' club senior cook, nine years.

Another part of Jimenez' job is to plan the officers' club's monthly gourmet night, an event, which he boasts is observed by San Antonio restaurant managers and is comparable in quality and lower in price than any San Antonio eating place (officers' club members can enjoy a gourmet dinner with wine for under \$15). Jimenez' favorite dish is Coquile Saint Jacques (a mixture of shrimp, scallops, wine and seasonings) while he admits the club member's favorite is the Mongolian barbeque, a weekly club event.

"During a recent chef convention, I was questioned as to why I don't work in some of the nation's

## Fort Houston chef takes award back to club system



**Hector Lopez (right), senior cook at the Fort Houston Officers' Club, prepares lunch while Ernest Jimenez, award winning chef looks on.** (Gonzales)

plush dining spots. Then it was my turn to do the questioning: how many days off do you get per year? What are your retirement benefits? How many hours do you work daily?; What kind of security do you have?. They clammed up pretty quickly," he said.

"We stress training here at Fort Houston and I have found the Club Management Directorate training materials on food to be very well-written and helpful. I recommend that other Army club chefs take more advantage of these training materials," he said.

Jimenez began his career when he was 11 years old, he recalls. "My first job was working at the Gunter Hotel in San Antonio from 5 p.m. to 3 a.m. I began sorting silverware and worked my way through all the food stations there."

Jimenez enlisted in the Air Force in 1942 and had opportunities to work with English and Italian chefs although the Air Force sent him to clerical, teletype and gunnery training schools.

After he was discharged from the Air Force, he received a job at the Gunter Hotel in San Antonio as assistant chef. He completed 15 years there and went to Laredo, Texas, as an executive chef for four years at another hotel before coming to Fort Houston. In his current job, Jimenez supervises and directs all food operations in addition to training employees at officers' clubs, NCO clubs and annexes.

He has served numerous Mexican dignitaries, Presidents Eisenhower and Johnson as well as visiting royalty, and "a multitude of congressmen and high-level Defense Department officials," and he says, "I sincerely try to give the enlisted and officers' club members the same type of service."

*Portions of this article were excerpted from "The artist creates with pots and utensils," by Bernice Thomas, a Fort Houston News Leader staff writer.*



## At Nuernberg

# Aggressive facility club improvement program

**NUERNBERG, WEST GERMANY**—Club managers here are in the midst of a capital improvement program designed to upgrade each of the Nuernberg Area Club System's 16 club facilities.

"We're having an internal improvement program here—every club has had some sort of project," according to **Roger Faculak**, club system administrative assistant. "We have been using a lot of volunteer help from the membership, and managers have pitched in to assist in the facility improvement effort."

Faculak cited some examples of improvements to the NCO clubs which are expected to exceed FY 77 sales mark of \$1.7 million. "We plan to completely renovate the 49er NCO/ENL Club. At the Pinder NCO/ENL Club, we had a self-help project, using some military help and our in-house carpenter. This club has been completely remodeled."

"In the officers' branch (sales are expected to far exceed the \$600,000 mark set in FY 77), we have completely carpeted and wallpapered each of the four clubs. The Pastorious Annex just completed a self-help renovation program, where 60 officers and their families put in some 1,600 off-duty hours to remodel the interior of the club. Another officers' club project is at the Erlangen Officers' Club where we installed an ice cream and pizza parlor," he said.

The club system year-to-date FY 78 (June) has realized net income exceeding \$140,000. Besides placing the profits into the facilities, Faculak said that the system has recently ordered over \$100,000 in furniture and equipment for the NCO Club, six vans to deliver to the barracks in the Kasernes throughout Nuernberg, and a new warehouse facility.

"We are starting to bring back some of the people who were previously going downtown and our sales indicate that this will continue. By upgrading our food programs and the aggressive management of the staff here, we are becoming very competitive with the gasthaus," Faculak added.



**Kalb Officers Club Chef, Peter Leyh, is congratulated by Nuernberg Military Community Commander, BG Alfred L. Sanderson, for an excellent luncheon.**

**MAJ David M. Winkler**, Area Club Manager, cites the support of BG Alfred L. Sanderson, Nuernberg Area Commander, who has supported the facility improvement program.

"Due to the devaluation of the dollar, and the Nuernberg Club System's efforts to hold the lid on prices, more soldiers than ever before are patronizing our clubs. There has been a 20 percent increase in membership in the NCO/ENL branch. During March 78, sales in the officers' and the enlisted clubs were the second highest in the history of each branch. Both branches are profitable and the enlisted branch has exceeded its profit objectives," he added.

"Every effort is being made to ensure that clubs can adequately control costs, improve systems and meet the entertainment, dining and recreation needs of its customers. In the Nuernberg Area Club System, this has been our objective; and we are pleased to note that it has been achieved," Winkler said.

## Mannheim O'Club gets new look

**MANNHEIM, WEST GERMANY**—There is a new look around the Mannheim Officers' Club these days, according to manager, **1LT Charles E. Sheldon**.

"The waitresses now wear spiffy bavarian uniforms and the service has improved," Sheldon said. "I have tried to emphasize to my staff that courtesy

is contagious. The club has a whole new menu with a wider variety featuring such items as "Bavarian Delights", a wider selection of food, salads, and desserts. In addition, the prices are more reasonable. We had to raise the price of steaks a little, though, but it's a better quality of meat," comments Sheldon.

## Renovated clubs opened

**BAD KREUZNACH, WEST GERMANY**—The re-named Nahe and Century clubs here have reopened after major renovations and changes in food programs.

The Nahe Club, formerly the Officers' and Civilians' Club, is now open to senior enlisted in grades E-7 and above as well as officers and civilians. It took three months to refinish the floors, install a new bar and renovate the kitchen.

The Century Club, a combination of the former NCO and enlisted clubs, opened a new lounge and expanded the menu and wine list, making the Bad Kreuznach Area Club System the first in Europe to offer identical menus to officers and enlisted, according to club officials there.

## Berlin facilities upgraded

**BERLIN**—Club managers here are looking forward to having the finest clubs in Germany as their renovation and construction projects come to fruition.

The club system, with annual revenues exceeding \$1.7 million, will begin construction of a new Club 50. The club is expected to open two years after a Sept. ground breaking.

This fall, two renovation projects will be completed at the Starlight Grove Enlisted Club, improving the cafeteria, bar, lounge, and ballroom. Another club, the Friendship Enlisted Annex, is getting new plumbing and heating.

The Harnick House (officers' club) is being completely renovated throughout with completion expected in Dec. 1978.

## Monmouth self-help work

**FT MONMOUTH, NJ**—A former officers' club annex, turned over to the enlisted men and women here, has been renovated under a self-help program.

The club boasts, among other things, a tastefully decorated dining room; a main lounge and ballroom, a quiet lounge, and a television room.

Monmouth commander MG John Stoner praised the efforts of club manager **James Jones** and Monmouth residents SFC Ralph Millett and SGM Milton Jackson for contributing their free time and talent to refurbish and decorate the club.

The club's main lounge and ball room will feature disco music while the lounge will feature country and western music.



**Newly renovated and decorated Fort Monmouth Enlisted Club.**

## Richardson renovation



**FT RICHARDSON, AK**—Sign (above left) points the way to the renovated Yukon Inn as customers (right) enjoy the grand opening festivities. The club was wallpapered and painted and new carpeting and



table covers added. As the sign says, the club offers a variety of ice cream and pizza and manager **MSG Thomas Berish** hopes to begin home delivery soon.



## Congress told of enlisted plight in Europe

**WASHINGTON**—The 293,000 U.S. military personnel stationed in Europe and especially the near 100,000 junior enlisted are “experiencing financial difficulties” and “have barely enough to live on in any high cost of living area,” the Defense manpower chief, Dr. John P. White told the Congress in recent hearings.

White cited a 19 percent decline in the value of the dollar against the German Deutsche Mark (from 2.55 DMarks in May 1976 to 2.06DMarks) and West German inflation as the prime factor contributing to enlisted financial woes in that country.

Also fueling the financial plight of the enlisted, according to White is the lack of “opportunity to supplement” enlisted pay checks with second incomes or working spouses.

“Another major factor in the financial plight of our junior enlisteds in Germany is the debt incurred in moving their families overseas and establishing them in adequate housing,” White said.

White told the House Armed Services Committee that the American military in Germany have their income adjusted through periodic increases in housing

and cost of living allowances, however, “special problems do occur” when “living costs increase very rapidly” or “when members are not eligible to receive these allowances.” White explained to the Committee other DOD programs designed to lighten the financial load of enlisted personnel including:

- Extension of travel and transportation entitlements to junior enlisteds.
- Allowing dependents to eat in dining halls.
- Extending the family separation allowance to junior enlisteds.
- Submission of legislation to the Congress to overcome household start-up costs and possibly tax relief.

White also said that the Army is considering increasing household weight allowances for junior enlisteds and he cited a \$34 million FY 79 budget request for the Army’s Enhancement of Life in Europe (ELIFE) to improve medical attention, child care, housing, libraries, post offices, education, religious activities, community/recreation centers, physical fitness activities and other morale support activities.

## Bremerhaven clubs remodeled

**BREMERHAVEN, WEST GERMANY**—An ice cream parlour serving all kinds of treats is the latest of several innovations planned for Bremerhaven military clubs.

“As soon as I receive a firm date from the ice cream company, we will advertise and have a grand opening,” stated **SSG Robert Willmarth**, manager of the Bremerhaven Officers’ and Civilians’ Club.

Willmarth added that although the ice cream is manufactured in Germany, state-side processes give it the taste Americans are familiar with and enjoy.

Another project is the remodeling of the club’s Wappenstube, which is frequently used as a dining room. Restoration of murals and installation of carpets and drapes have been completed.

The officers’ club bar is also due for a facelift. “We’re going to redo the bar as soon as possible,” Willmarth said. “We want to redo the bar as an entire project to achieve thematic consistency. As soon as we develop a complete package, we’ll get started.”

Willmarth emphasized that the club is continually looking for ways to expand its service to members and is examining the feasibility of opening for breakfast in the fall. He pointed out that this service would benefit transients who stay in the Harbor House, personnel who work on post and high school

students who live in the dormitories.

Major remodeling is also on schedule for the NCO/ENL club. “We hope the renovations will be completed in six to nine months,” stated **SFC John Langford, Jr.**, club manager.

Extensive changes are planned for the club’s bar and disco room. New drapes, carpets, booths, lighting and a new bar complete with new equipment will be installed, Langford said. He added that the dance area will also receive extensive redoing.

The present TV room will become a lounge with capacity for around 30 people. The NCO club manager said that the room will be “completely renovated” and will contain all new furniture and a bar that will also serve the ballroom. The sergeant remarked that improvements would also be made in the club lobby.

“Profits made from the club are recycled back into the club,” SFC Langford pointed out. “This renovation is one example of that procedure,” he stated. “Club management is always attempting to meet the interests of club members.”

The club will continue to offer its popular discos over the summer months, Langford said, and remarked that bingo, now being played Thursday evenings, will also be offered on Sundays beginning in the fall.

# ECMC graduates and destinations

**FORT LAUDERDALE, FL**—Thirty officers, NCOs and civilians graduated from the Club Management Directorate sponsored Executive Club Management Course. The six-week course was conducted by the School of Hotel, Food and Travel Services, Florida International University at the Marina Bay training facilities here. CMD is currently sponsoring another course, the last in 1978, which began on August 7. The course is conducted to provide advanced club management education for people who have demonstrated good management ability. A list of the first course's graduates and their destinations follow:

SFC Jonathon Barfield	Rtn to Ft Lee
Mr. Waldron Chung	PCS to European Region, CMD
SFC Willaim Churchill	Rtn to Munich
LTC William Coblenz	PCS to Ft Bliss
MAJ Richard Dilullo	PSC to Europe
MSG Charles Donald	PCS to Korea
SFC John Ford	PCS to Ft Bliss
Mr. James George	Rtn to Ft Gordon

CW2 Ronald Given
SFC Hans Gowin
CW2 William Jones
SFC Raymond Kalinowski
SFC James Lancaster
1LT Daniel Lanio
CPT Brady Laurence
SFC Adam Martinez
SFC Melvin Mitchell
MAJ Daniel O'Sullivan
CW2 Steven Pinter
CPT Wilbert Rosenbaum
MAJ Kenneth Rubin
SFC Larry Shapiro
SFC Louis Smith
SFC Oscar Smooth
MSG James Snodgrass, Jr.
MSG Tibor Waldner
SFC Stanley Waters
SMG David Watson
MAJ Robert Wells
MSG Richard Willingham

PCS to Ft Sam Houston
Rtn to Frankfurt
Rtn to Ft Detrick
Rtn to Hawaii
Rtn to European Region, CMD
PCS to Korea
Rtn to Korea
Rtn to Ft Polk
Rtn to Hanau
Rtn to Aschaffenburg
PCS to Europe
Rtn to US Region, CMD
Rtn to Ft Jackson
PCS to Europe
Rtn to Ft Indiantown Gap
Rtn to Ft Hood
Rtn to Ft Ben Harrison
Rtn to Wildflecken
Rtn to Arlington Hall Station
Rtn to Korea
Rtn to European Region, CMD
Rtn to Ft Bragg

## Ideas stem from past ECMC courses

**WASHINGTON**—Attendees of past Executive Club Management Courses have implemented many of the innovative ideas they learned at the course. A list of some of their innovations follow. Perhaps some would work at your club.

- Deep fat fryer has casters and is mobile.
- Smoking drinks introduced.
- Careful control over receiving.
- Converted a portion of unused hallway into a private dining room.
- Steaks are displayed on a cold tray during summer on the main club's patio.
- Cook-to-order on Mongolian Barbeque night.
- Use an expediter to speed up delivery of food.
- More part-time and intermittent employees instead of the more costly full-time.
- More specialty nights instead of a la carte.
- Use portable dividers in the dining room to break up the large open room, providing a more intimate dining experience.
- Cart for merchandising dessert.
- Changed happy hours from two hours Wednesday and Friday to one hour five days a week.
- Better standardization and specifications for meat.
- Put curtains in walk-in refrigerators/freezers, helping maintain more constant temperatures, and increasing shelf-life and uniformity of products.
- Use "teams" of waiters/waitresses and busboys/busgirls.
- Waitresses now prepare drinks (filling glass with

set-ups and garnishing); bartender then pours liquor and waitress adds appropriate mix.

- In reviewing labor costs, use productivity per manhour as opposed to a straight percentage factor.
- When cooking beef or pork roasts, place a pan of water underneath the roast in the oven—greater yield and more moist products.
- Eliminated the problem of some waitress/waiter stations being more profitable by charging set gratuity to each check.
- Select several items and compute a standard cost per unit. Post this standard near the receiving area. Calculate the plus or minus variance each time one of these key items is received. Look for net increases or decreases before changing prices.
- Now take a close look at menus. If the menu is tattered, greasy or foodstained, it may indicate a lack of concern for sanitation. If food items are ordinary and unimaginative, this tells me something about my operation. I've added words to my menu: history of the club, how it was founded, items I consider to be my specialties. I've purged my menu of qualifications/exclusions/regulations. Such things as "absolutely no substitutions" and "\$1.00 will be charged for persons occupying a table and not ordering." I've found there are other ways of handling such operational necessities without sounding like The Judge Advocate General.



# Hoover touch makes club come alive

by Bill Wright

**CAMP ZAMA, JAPAN**—"I'll try not to let anything go wrong!" states Camp Zama Consolidated Club Manager, **SSG Edward Hoover**, working in a business replete with opportunities to meet with failure. "Running a good club is really hard work."

Indeed, SSG Hoover has made a measurable impact on the Zama club, where he has served as manager since his arrival from Okinawa in January of this year. Employee-manager relations are at a peak, profits are being realized, and business at the club has greatly improved in recent months.

The reason for this, it appears, is that SSG Hoover is a crackerjack club manager.

The secrets of his success, he feels, include the time he spends on the job, his "business first" attitude, and the observance of good management practices. An active imagination comes in handy, also, especially considering Hoover's policy of "we never refuse to do anything." This means that no reasonable idea of a party, reception or special affair is turned down as long as the people and time are there to handle it.

Special functions for private groups or parties offer a degree of challenge that SSG Hoover enjoys. "There are so many things that could go wrong at a catered affair," he noted, "and it's my job to make sure that everything moves like clockwork."

The many duties of a club manager range from the handling of club funds to effectively dealing with people to occasionally moving tables, tending bar, and sweeping up. SSG Hoover manages all these tasks with a realistic attitude and even temperament.

SSG Hoover feels that he has to spend money to make money, an idea he has proven in action several times. He also recognizes the importance of adequate publicity, well-prepared food, good entertainment, and most importantly, customer satisfaction. "If the customers aren't happy, then you're going nowhere fast," believes the 31-year old soldier.

SSG Hoover got his start in the club business in Vietnam in 1972 by virtue of a Bachelor's degree in Marketing and Administration with a minor in Accounting. He was picked to serve as an accountant at a club system there until moving to Fort Ord, Calif., where he worked as an administrative supervisor for 4½ years.

In 1975, he attended the 8-week Army operated Club Management Course then at Fort Lee, Va. and headed for Okinawa where he managed the Surfside Club for seven months. In January of this year, Hoover arrived at Camp Zama to manage the Camp Zama Consolidated Club. Okinawa's loss is



Camp Zama's gain and SSG Hoover will probably remain in Japan until he separates from the service in June, 1979.

*Wright is a staff writer for the United States Army Garrison, Honshu Public Affairs Office.*

## MARSGRAM at Camp Zama



Members of the Camp Zama Consolidated Club can now transmit a telegram of 25 words or less, cost-free to any point in the United States via the MARS system, a worldwide American radio network comprised of both military and civilian personnel. A club patron suggestion sparked the program which uses a vacant telephone booth in the club lobby as a direct line to home. Above right, installation club manager, CPT Terry Clark is presented with a sample MARS radiogram during a special ceremony dedicating MARSGRAM at the Army Signal Corps' 118th Anniversary which was celebrated at the Zama Club.

## The manager's name is Irene

**FT LEWIS, WA**—She worked her way up the management ladder—from bus girl to manager of a million dollar club.

The date was July 31, 1955 when **Irene Coate**, club waitress, started working at the Fort Lewis Officers' Club, serving primarily VIP dinners and luncheon parties. She became the club's cashier and hostess two years later. Irene developed herself by taking college courses in supervising, food and beverage service, bartending and wine service while working as catering hostess.

Then came her chance. The manager suddenly departed and Irene was promoted to club manager trainee by **LTC William Richardson**, Installation Club Manager. She proved herself and, in September 1977, was appointed manager.

Apparently, her four children haven't interfered with her ability to manage. The club has a fiscal-year-to-date net income of nearly \$40,000 and sales are up. Irene enjoys all the responsibility and says that her biggest problem is remembering to carry the keys at all times.

## USDA seeks better burger

**WASHINGTON**—Americans will eat 14 billion pounds of hamburger in 1980, according to the Department of Agriculture, and scientists there are attempting to come up with a better burger.

Scientists are tasting and testing in government labs to find methods of grinding beef to remove the connective tissue, or sinew, and other undesirable particles. Sinew is tougher in older cattle, which usually winds up as hamburger.

Hamburger does not have to be cooked well-done to destroy potentially harmful bacteria, say scientists studying hamburger. They point out that the greatest hazard can occur when meat is placed on an unsanitary chopping board. Other research indicates that hamburgers fried well-done contain a significant number of mutagens, many of which are also carcinogens that may cause cancer. Hamburgers that are fried rare, broiled or cooked in microwave ovens, however, are said to contain less of the cancer-causing substances.

Consumers spend about 14 percent of their food budget on ground beef, according to a 1977 study by the Pennsylvania State University Institute for Research on Human Resources. The study also found that per capita consumption of ground beef increases with income and levels off in upper income brackets. Another study showed that 40 to 45 percent of our beef supply is ground.

## Imagination sparks

**WASHINGTON**—Around the world, Army club managers are coming up with promotion events and specials. Here are some of them:

Attitude Adjustment	Blue Hawaii
Night	Steak and Brew
Piano Bar	
Country Steak With	Steak and Date
Sauce	Game Night
Monte Carlo Night	Beef and Burgundy
Wild West Night	Night
Shipwreck Party	Surf and Turf
	Family Night
Selling Keg Beer	
	Prime Rib Night
Oktoberfest or Bavarian	Right Arm Night
Night	Country and Western
Escoffier Dinner	Night
Mongolian Barbeque	Flamenco Fantasy
	Disco Night
Gourmet Nights	Membership Night
Gong Show	
Gala Latina Fiesta	Pick Your Own
Sea and Shore	Steak Night
Smorgasbord	Get Acquainted Hour
	Sunday Brunch
Staff Night	Italian Night
German Sauerbraten	Greek Night
Frozen Red Margaritas	
Two for One Nights	Western Night
Filet Mignon and	Bring Your Secretary to
Crab Legs	Lunch
Mexican Night	Commissary Shopping Spree
	(Bingo Prize)
French Night	

## NAF seminars held

**WASHINGTON**—Nonappropriated fund personnel seminars are being held Army-wide for managers of morale, welfare and recreational activities as well as civilian personnel technicians who administer NAF personnel.

Conducted by the Directorate of Civilian Personnel, ODCSPER, the seminars are designed to clarify NAF policies and procedures. During the seminars, the rationale for differences between NAF and appropriated fund personnel programs are discussed along with the need for NAF personnel programs to be responsible to NAF instrumentalities as business oriented. The seminars also stressed work scheduling, incentive awards, pay systems, job grading, job structuring and employee motivation.

These seminars have been presented at 23 Army installations in the United States and at eight overseas locations. Other seminars are planned for FY 79. Managers interested in having this seminar conducted at their installation should contact HQDA (DAPE-CPR), Washington, D.C. 20310.



## Army tightens belt

WASHINGTON—Dieting is fat business. Americans spend \$10 billion yearly on reducing. At any one time there are 9.5 million Americans on a diet. That's no where near the estimated 79 million Americans who are overweight.

The Army has placed increased emphasis on proper weight control and physical fitness.

AR 600-9 bars reenlistment to overweight soldiers who refuse to take off weight, and at Army installations around the world you will find more emphasis on physical training.

Physical training and proper diet is a combination that is intended to whip the Army into shape and clubs can help.

Several clubs have instituted successful salad bar operations. "Salad can be a high profit item as cost of goods usually averages around 35%," according to **Pete Lucey**, a food and beverage specialist with the Club Management Directorate, TAGCEN. Service labor is minimal in the salad bar operation and when coupled with dietetic dressing can be a very low calorie meal. Lucey suggests that club managers considering establishment of a salad bar conduct opening inventory of all the ingredients and a closing inventory for at least two weeks prior to fixing costs of the operation.

More information is available on salads in the Club Management Directorate's training brief entitled "Techniques for Successful Salad." This training brief is available from your CMD regional office.

According to Lois Lindauer, author of *Diet Workshop Restaurant Manual*, "There is a ready market for diet foods. The potential customers could be 'men and women of all ages', from teens to senior citizens, and may be slim, slightly overweight or obese. The slim individual may be one who had an overweight problem and is now in a control or maintenance state or one who has always been thin because of careful avoidance of fattening foods."

"The slightly overweight or obese person is dieting for the obvious purpose of losing weight, which means constant vigilance at every meal. Many dieters also fall into the category of those people who want to look their best because of professional, business, or social reasons. There is also a large group of people who must follow a diet because they are diabetic, heart patients, etc. With very few exceptions, the majority of dieters fall into middle or upper income groups", she added.

"The dieter is basically identical to your regular customer, however, he is more discriminating. His primary concern, whether dining out or at home, is to



stay on his diet. Closely related to this is his insistence that the foods permitted on his diet be prepared with the accent on both taste and eye appeal," Lindauer said.

Lindauer had some tips for managers who want to build traffic and generate profits in the diet food area.

- Initiate and adhere to the same procedures established for your regular menu, with particular emphasis on profit protection based on fixed/variable cost analysis.
- Understand the dieter:
  - Food requirements
  - Tastes
  - Habits
  - Similarity to non-dieters
- Educate your staff

In her *Diet Workshop Restaurant Manual*, Lindauer stresses seafood and poultry as possible low calorie entrees but also notes that specially prepared beef and Italian type foods can be low in calories. She strongly suggests that low calorie items be publicized as such.

These are methods of preparation and presentation for diet foods, according to Lindauer.

"In general:

- Meat, fish and poultry must be broiled, baked or roasted without added fat.
- No gravies or sauces are used.
- Herbs and spices are recommended for flavoring purposes.
- Vegetables are important to the dieter, and both the limited and unlimited should be provided along with the proper quantity and taste level.
- The relish tray is a major consideration and should include radish roses, vegetable sticks, celery, dill pickles and chopped vegetables."

The selling price of items on your special diet menu is left to your discretion, based on food costs, handling, preparation, service and other expenses. However, experience in the diet market show that these foods, like many other specialty items, when properly prepared and attractively presented, command a premium price, one that any serious dieter is willing to pay, Lindauer added.

**O'Club's own resident judge**

by Jan Sparling

**FT McPHERSON, GA**—The dark richly paneled wood interior of the Fort McPherson Officers' Club bar holds many secrets. The key which will unlock many of these secrets is the 'O' Club's resident bartender, **Judge Blair**. Judge has been "setting 'em up" for soldiers at the 'O' Club for the past 38 years.

A native of Florida, Judge had a brief stint with the U.S. Army during World War II in the Pacific. After returning to the states he got a tip about a job from a colonel and from that day forward he has been employed at the Fort Mac Officers' Club.

The days of the past hold many memories for Judge. During the interview he reminisced about the good ol' days when Fort Mac was a mere stomping ground for horses. "Between the years of 1939 and 1941 the only means of travel on post was on horseback," said Judge. "At that time automobiles were few and people resorted to real horsepower to get around. Polo was then a popular sport at Fort McPherson," states Judge.

A unique trait of Judge is that he seems to be a memory expert. After catering to an elite crowd Judge has never forgotten a face which is indeed a credit to his trade. How he accomplishes this remains a secret. With a twinkle in his eye Judge claimed modestly, "that's just how you become a good bartender."

Judge has even had the pleasure of serving General Dwight D. Eisenhower and the General of the Army Omar Bradley at the Officer's Club.

Learning the art of bartending through experience and bartender guides has kept Judge aware of all the new fangled drinks. No matter what drink one has in mind it's a sure bet that Judge can whip one up in an instant.

A visiting officer from Ft. Benning who had just returned from the Pacific bet the Officer Club's resident expert on spirits that he couldn't concoct a drink called a Nikaloskas. "Well, I accepted the wager and made the drink exactly as it had been served to the officer over in the Pacific," chuckled Judge.

According to Judge the best way to mix a drink is from scratch. "I don't use any premixed drinks. A drink must be made the way a customer likes it. He may not like the price but he'll sure like his drink," advised the man behind the counter.

An incentive for young officers is the fact that several acquaintances of Judge's started as lieutenants and attained the rank of general.



In relation to management, a policy that Judge wholeheartedly believes in, is that club managers should be aware of a bartender's performance. By making a bartender take a vacation once a year his boss can see just how good his employee is performing.

Commenting on his special formula for success Judge maintains that a bartender should always pay attention to his customer. "Keeping track of a customer's money in case he happens to wander off is just one important way. In addition—one must always be sure to take care of one customer before moving to another," says Judge.

Reflecting on why he chose to hold down this job over all these years Judge replied, "I enjoy this job and I've never really had the desire to try anything else," he concluded.

## ARMY HOST

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